Research Problem Review 79-9

THE ESTIMATED IMPACT OF SQT ON USAREUR INFANTRY UNITS: SURVEY RESULTS

ARI FIELD UNIT, USAREUR

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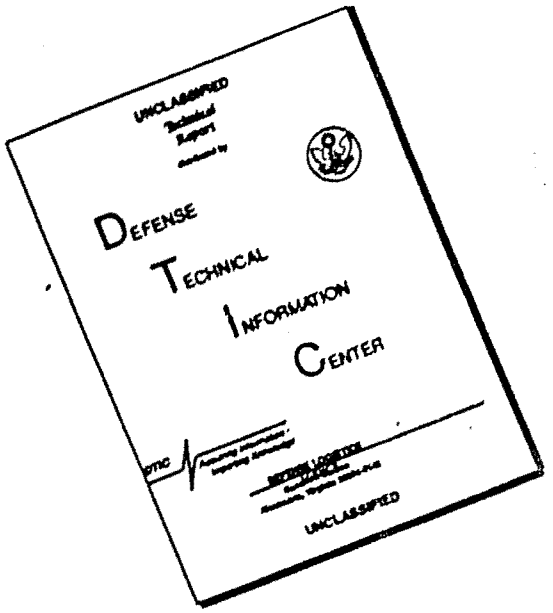

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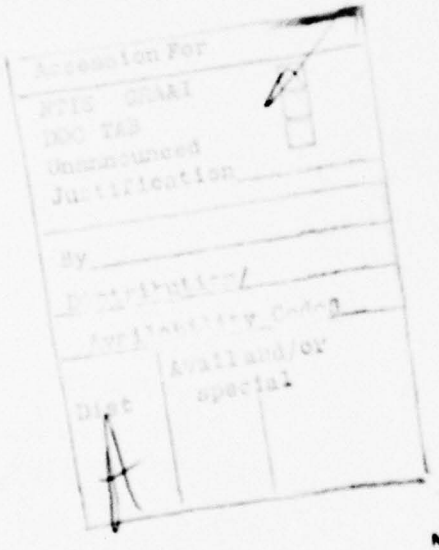

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Training Techniques
in USAREUR

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6 THE ESTIMATED IMPACT OF SQT ON USAREUR INFANTRY UNITS:
SURVEY RESULTS

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JOB

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The Army Research Institute for the Behavioral and Social Sciences (ARI) maintains a field unit with the U.S. Army Europe (USAREUR) to conduct research to meet the special needs of USAREUR and to evaluate other research projects and products under front-line operational readiness requirements. Feedback from operational units leads to modifications and refinements in the research products.

Recent USAREUR training policy has been directed toward maintaining sustained levels of critical combat-related skills by continuous use of performance-oriented training methods and standards. This report examines the effect of initial Skill Qualification Test (SQT) training and testing on USAREUR infantry units. It was prepared at the request of the 7th Army Training Command, USAREUR. Results summarize the initial impact of SQT in terms of costs and benefits and pinpoint areas of potential improvement. The research was conducted under Army Project 2Q163743A773, FY 77 Work Program.

JOSEPH ZEIDNER
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THE ESTIMATED IMPACT OF SQT ON USAREUR INFANTRY UNITS: SURVEY RESULTS

BRIEF

Requirement:

This report was prepared in response to a request from the 7th Army Training Command. The purpose of the research reported here was to examine the impact of Skill Qualification Test (SQT) training and testing on USAREUR units. Infantry battalions were chosen for the research because at the time of the research they were the first battalions in USAREUR to complete one SQT training/testing sequence for record in their high density MOS, 11B (infantryman) and 11C (indirect fire infantryman). All results presented below are for their initial SQT training/testing period.

Data were obtained from questionnaires administered to battalion S-3s, combat company commanders, squad leaders and E1-E4 service members from 24 of the 31 USAREUR infantry battalions.

Principal Findings:

Administrative Methods and Problems:

- an average of 31.7 eligible personnel per battalion were not tested
- 77.5% of E1-E4 respondents received a Soldier's Manual at least six months before testing
- preparation time was rated as:
  - "adequate" by 62% of S-3s and company commanders (average)
  - "I needed a little more time" for Written Component (WC); squad leaders (average)
  - "I had all the time I needed"; E1-E4s (average)
- Amount of materials/equipment was rated as:
  - "Somewhat adequate"; company commanders (average)
  - "most or all equipment needed was available"; squad leaders (61.6% Hands-On Component (HOC), 52.8% WC)
  - "most or all equipment needed was available"; E1-E4 (80.5% HOC, 74.0% WC)

- getting men together for training was a problem for 67.1% of squad leaders

- other activities interfered with SQT training for 55.6% of company commanders, 61.8% of squad leaders

- HOC scorers were rated as:

  - "good" by company commanders (average)

  - midway between "good" and "excellent" by S-3s (average)

- 50.0% of NCOs needed additional training (average of company commanders response)

Perceived SQT Program Benefits:

- moderately improved unit readiness (average)

- between moderately and very useful for:

  - measuring level of individual skills (average)

  - planning for individual skill training (average)

- will moderately facilitate performance on FTX and squad/platoon and company level ARTEP (average)

- will "low moderately" facilitate performance on battalion ARTEP (average)

- caused individual training to be accomplished that was not previously accomplished or made some forms of individual training unnecessary (82.6% S-3s, 75.4% Co Cdrs, 76.4% Squad Leaders)

SQT Program Costs:

- average of 238.1 battalion staff man-days per battalion devoted to SQT

- average of 51.6 man-days per company devoted to SQT administration at battalion or higher level

- average of $2372 cost per battalion of equipment used in SQT that was not included in TO&E or TO&E amount was not sufficient or equipment was damaged or lost and had to be replaced

- no deterioration in other programs due to SQT was noted (91.3% S-3, 84.2% company commander)

- average of 7.2 weeks spent by squads on SQT training

NCO and E1-E4 Attitudes Toward SQT:

- NCOs were "somewhat positive" toward SQT (average)

- E1-E4 judged their HOC training as "good"; their WC training as "borderline" (average)

- majority of E1-E4 (80.4% HOC, 75.4% Performance Certification Component (PCC) perceived SQT scoring as correct for most or all tasks

- 82.3% E1-E4 perceived SQT scoring as "fair"

SQT Training Methods:

- average of 7.2 weeks spent by squads on SQT training

- most training was accomplished on-duty (90.8% PCC, 86.5% HOC, 70% WC) (averages)

- 57.7% of squad SQT training time was spent in concurrent training (average)

- training methods most frequently used for HOC training (averages):

  - 41.4% - practice testing

  - 25.8% - classes

  - 19.7% - squad or platoon level performance oriented instruction

- training methods most frequently used for WC training (averages):

  - 35.4% - classes

  - 25.4% - practice testing

  - 20.0% - squad and platoon level performance oriented instruction

- TEC lessons utilized for only small percent of training time (averages)

  - Group mode:

    7.4% HOC; 9.2% WC

  - Individual mode:

    5.0% HOC; 4.9% WC

- most frequently used diagnostic test: 6 HOC stations

- most monitoring of training done by squad leaders: 65.1% of squads

- E1-E4 indicated 41.2% HOC and 49.2% WC preparation accomplished by own effort

- 14.3% HOC and 20.3% WC by own effort during off-duty time

Differences between 11B - 11C SQT Experiences:

- 11B E1-E4:

  - had more preparation time for HOC and WC

  - rated HOC and WC training as better

  - received Soldier's Manuals earlier

  - perceived scoring of PCC as more correct

Differences between Combat and Combat Support Squad Leader SQT Experiences:

- preliminary data suggests training conditions may be poorer for combat support units than for combat units. Further research is needed to validate this hypothesis.

Utilization of Findings:

These results provide a picture of the initial impact of SQT training/ testing, in terms of costs and benefits, on USAREUR infantry units.

The results pinpoint areas where administrative and training methods need to be improved. While these areas vary with individual units, administrative areas in which improvements generally appear needed include testing a larger percent of eligible personnel, getting soldier's manuals to all recipients at least six months before testing, assuring that all necessary materials and equipment are available, giving additional training to NCOs to prepare them better for their training responsibilities, and assuring that service members (SM) are available for training and that other activities do not interfere with training.

Improvements in training which can be made include increasing the time devoted to training, the quality of training, the amount of hands-on training, and the amount of monitoring of training.

These areas will be investigated in future ARI research to determine their effects on SQT results.

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THE ESTIMATED IMPACT OF SQT ON USAREUR INFANTRY UNITS: SURVEY RESULTS

INTRODUCTION

The U.S. Army is in the process of instituting a new system for training and testing the individual skills of service members (SM). In the past many individual skills were trained in the Training and Doctrine Command (TRADOC) schools and training centers, and military occupational speciality (MOS) tests were administered at central MOS testing centers. The new system places the responsibility for the testing of individual skills and for most individual skill training on unit commanders. In addition, the basic structure of the MOS tests, now called Skill Qualification Tests (SQT), is changing from a measure of a soldier's knowledge about his job to a measure of how well he can actually do his job, and the norms by which the SQTs are scored have changed from peer referenced to criterion referenced.

These changes in the individual skill training and testing system can be expected to have a significant impact, both positive and negative, on the units and SM involved. Possible areas of impact are the systems effect on personnel and training time, materials and equipment, other types of programs, combat readiness, knowledge of status of individual skills, collective skill training, and SM morale.

The primary purpose of this research was to determine the impact of SQT training and testing, in terms of benefits and costs, on all USAREUR infantry units who had conducted 11B (infantryman) and 11C (indirect fire infantryman) testing for record during the first scheduled SQT test period. All results reported here are for this first SQT test period. Secondary goals were to define any problems that arose in this unit administration of the SQT training/testing program, to look at the methods the units employed in their SQT training, and to look at the attitudes of E1-E4 SM and NCOs on the SQT. In addition, differences between certain respondent groups were examined, and free response comments on SQT problems were categorized and reported.

METHODOLOGY

Subjects

Subjects were battalion S-3s, company commanders, squad leaders, and E1-E4 (11B, 11C MOS) personnel from 24 of the 31 USAREUR infantry battalions. Originally the research was planned to include these types of personnel from all 31 of these battalions, but the six battalions of the 3rd ID were unable to participate in the research, and the 2/41 took the SQT in CONUS. Infantry battalions were chosen for the research since 11B and 11C MOS SQT testing for record was scheduled to be completed by the time of the research. Thus, these battalions were the first in USAREUR to

complete one SQT training/testing sequence in their high density MOS.

Subjects were restricted to those personnel who were in the battalion and/or company in the position designated during the SQT training/testing period. Exceptions to this rule were made for a few S-3 and company commander positions in which the respondent was new in the position but had been in another position in the unit during SQT training/testing and had learned the information necessary for completing at least part of the questionnaire. In these cases this partial information was included in the data analysis.

Personnel from line companies were used in the research since these companies have a larger number of 11B, 11C personnel than either combat support or headquarters companies and for that reason would presumably experience a greater impact from the program. The planned sample for each battalion was the S-3 and the three line company commanders. Within each line company the planned sample size was 2 squad leaders and 10 E1-E4 (8 11B, 2 11C) personnel. Some of the line company commanders were unavailable since they had rotated since SQT, and in some units a few more (or a few less) squad leaders and E1-E4s were provided than were requested. The latter two groups were included in the sample. Total sample sizes were 24 S-3 (with one questionnaire partially complete), 65 company commanders, 153 squad leaders, and 678 E1-E4 personnel. The number of subjects in each respondent category for each battalion is given in Table A-1, Appendix A.

Questionnaires

Four questionnaires, one for each respondent group, were used in the research. A copy of each is included in Appendix B.

Data Collection

Data collection was a joint effort of the Army Research Institute (ARI) and the Seventh Army Training Command (7ATC). ARI collected the data from 7 of the 24 battalions, and the 7th ATC collected from 17 battalions. The ARI battalions are indicated in Table A-1. These battalions were chosen at random by choosing one brigade from each division in the V and VII Corps.

Questionnaires were mailed to S-3s and company commanders so that respondents could have flexibility in filling them out. Each of these respondents were interviewed when the questionnaires were picked up by the data collectors. Squad leader and E1-E4 questionnaires were administered in a group session at each battalion.

Data Analysis

Responses for each subject group were summarized and averaged for all subjects and battalions combined, and measures of variability were obtained. Differences between the two E1-E4 groups, 11B and 11C, and between combat and combat support squad leaders were examined. Comments from questionnaire free response items were categorized. For those tables in the text that give only a rating scale mean and range of scores, a complete distribution of scores for the rating scale is given in Appendix E.

RESULTS

SQT Administrative Methods and Problems

Twenty of the twenty-two battalion S-3s who responded to the question regarding simultaneous administration of 11B and 11C SQT tests, indicated that the tests were administered during the same time period. The number of SQT make-up sessions given ranged from one to five with an average of 1.8. The average numbers per battalion of eligible 11B and 11C personnel who were not tested were 24.4 and 7.3 respectively, a total of 715 for both MOS in twenty-three battalions. The numbers for individual battalions ranged from zero to 115 (Table 1). Seventy-seven and one half percent of E1-E4 respondents reported that they received their Soldier's Manual at least six months before testing.

Table 1

AVERAGE NUMBER OF ELIGIBLE 11B, 11C PERSONNEL
WHO WERE NOT GIVEN THE SQT TEST

MOS	Average Number Per Bn	Range Of Number Per Bn
11B	24.4	0-115
11C	7.3	0-22

Fourteen and one tenth percent received their manual two months or less before testing (Table 2).

Table 2

NUMBER OF MONTHS BEFORE SQT TEST
THAT SOLDIER'S MANUAL WAS RECEIVED

Months	E1-E4 Respondent Percent[a]
6 Months or More	77.5
5 Months	3.3
3-4 Months	5.1
1-2 Months	4.9
Less than 1 Month	9.2

[a] N=672

When asked about adequacy of preparation time for SQT training, 62% of company commanders and S-3s indicated that the time was adequate (Table 3). Average responses for squad leaders were in the "I needed a little more time" range for the written component (WC) and the "I had enough time" for the hands-on-component (HOC) and the performance certification component (PCC). Modifying these results somewhat is the fact that scores for individual squad leaders ranged from "I needed much more time" to "I had more than enough time" (Table 4). Average responses of E1-E4 personnel were higher for the HOC (2.8) than for the WC (2.5) but both averages are in the "I had all the time I needed" range of scores. Again there was variability of individual response from "needed a great deal more time" to "had more time that I needed" (Table 5).

Table 3

ADEQUACY OF PREPARATION TIME
FOR SQT TEST--S-3, CO CDRS

Respondent Percent[a]	Time Sufficient?
62	Yes
38	No

[a] N=23 S-3s and 64 Co Cdrs. There was no significant difference between responses of the two respondent groups.

$X^2 = 1.2159$, $p > .05$

Table 4

ADEQUACY OF PREPARATION TIME
FOR SQT TESTS--SQD LDRS

SQT Component	Average Rating[a]	Range of Ratings[a]	Number of Respondents
HOC	2.8	1-4	142
WC	2.1	1-4	141
PCC	2.6	1-4	132

[a] Rating Scale
4 = I Had More Than Enough Time
3 = I Had Enough Time
2 = I Needed a Little More Time
1 = I Needed Much More Time

Table 5

ADEQUACY OF PREPARATION TIME
FOR SQT TEST--E1-E4

SQT Component	Average Rating[a]	Range of Ratings[a]	Number of Respondents
HOC	2.8	1-4	673
WC	2.5	1-4	672

[a] Rating Scale
4 = I Had More Time Than I Needed
3 = I Had All of the Time I Needed
2 = I Needed a Little More Time
1 = I Needed a Great Deal More Time

There was considerable variability in the reported adequacy of materials and equipment for SQT training in individual companies. Company commanders responses ranged from "completely inadequate" to "completely adequate" with an average rating of "somewhat adequate" for all three SQT components (Table 6). Fewer squad leaders (61.6% HOC; 52.8% WC) than E1-E4 personnel (80.5% HOC: 74.0% WC) indicated that most or all of the training equipment needed was available (Tables 7 and 8). Table 9 lists the equipment/materials that were not available in sufficient quantity. Those indicated by the largest numbers of squad leaders and/or company commanders were Claymore mines, hand grenades, M-72 LAW, Soldier's Manuals, and training aids.

Sixty-seven and one tenth percent of squad leaders indicated that getting their men together for training was a problem (Table 10), and 45.8% of S-3s, 55.6% of company commanders, and 61.8% of squad leaders indicated that other activities interfered with SQT preparation (Table 11). Table 12 lists activities which interfered with training. Details (guard, etc.) was the activity listed by the largest number of respondents.

Company commanders and S-3s indicated the HOC scorer performance ranged from "fair" to "excellent" with an average performance over all battalions in the "good" range as rated by company commanders and midway between "good" and "excellent" as rated by S-3s (Table 13). Company commanders reported that the average percent of NCOs who needed additional training in order to prepare for SQT training duties was 49.9%. Percents varied from zero to 100% for individual companies (Table 14).

Table 6

ADEQUACY OF MATERIALS/EQUIPMENT
AVAILABLE FOR SQT TRAINING--CO CDRS

SQT Component	Average Rating[a]	Range of Ratings[a]	Number of Respondents
HOC	3.6	1-5	62
WC	4.0	1-5	62
PCC	3.9	1-5	51

[a]Rating Scale
5 = Completely Adequate
4 = Somewhat Adequate
3 = Borderline
2 = Somewhat Inadequate
1 = Completely Inadequate

Table 7

ADEQUACY OF MATERIALS/EQUIPMENT
AVAILABLE FOR SQT TRAINING--SQD LDRS

Percent of Respondents		
HOC	WC	Adequacy
23.1	13.2	There were more than enough materials/ equipment.
38.5	39.6	There were enough materials/equipment.
20.3	25.7	We needed a little more materials/ equipment.
18.2	21.5	We needed much more materials/ equipment.
143	144	Number of Respondents

Table 8

ADEQUACY OF MATERIALS/EQUIPMENT
AVAILABLE FOR SQT TRAINING--E1-E4s

Percent of Respondents HOC	WC	Adquacy
42.9	37.5	I was able to get all of the materials/ equipment that I needed.
37.6	36.5	I was able to get most of the materials/ equipment that I needed.
11.9	15.2	I was able to get about half of the materials/equipment that I needed.
7.4	10.7	I was able to get few of the materials/ equipment that I needed.
672	672	Number of Respondents

Table 9

LIST OF EQUIPMENT/MATERIALS NOT AVAILABLE
IN SUFFICIENT QUANTITY FOR SQT

Equipment/Materials	Percent of Respondents[a] Co Cdr	Sqd Ldrs
Claymore Mines	56.9	19.0
Hand Grenades	23.1	8.5
M-72 LAW	16.9	6.5
Training Aids	12.3	7.8
Soldier's Manuals	10.8	9.8
Land Mines		3.9
Hands-on Material		3.9
WC Materials		3.9
Study Guides	3.1	
PRC-77 Radio	3.1	
PRC-77 Batteries	3.0	
Test Booklets	1.5	
CBR Equipment		1.3
M-16 Plotting Boards		1.3
Material on USSR Vehicles		1.0

[a] Percents were based on total number of Co Cdr and Sqd Ldr respondents

Table 10

WAS GETTING MEN TOGETHER FOR TRAINING A PROBLEM?

	Percent of Sqd. Ldr. Respondents [a]
Yes	67.1
No	32.9

[a] N = 152

Table 11

DID OTHER ACTIVITIES INTERFERE WITH SQT PREPARATION?

Respondent Percent			
S-3[a]	Co Cdr[b]	Sqd Ldr[c]	
45.8	55.6	61.8	Yes
54.2	44.4	38.2	No

[a] N = 23

[b] N = 63

[c] N = 152

Table 12

ACTIVITIES WHICH INTERFERED WITH SQT PREPARATION

Activity	Number of Respondents Reporting[a]		
	S-3	Co Cdrs	Sqd Ldr
Details (Guard, etc.)	2	16	64
AGI	4	7	2
Maintenance			5
EIB	1	5	
Field Exercises	4		
ORIS Alert			1
Motor Pool		1	2
On Duty Education		1	
ARTEP		1	
REFORGER		1	
Operational Readiness Inspection	1		
Water Survival Training	1		
VIP Demonstration	1		
Unspecified	1	4	20
Total	15	36	94

[a] Responses were from those respondents who answered "yes" in Table 11

Table 13

AVERAGE QUALITY OF PERFORMANCE OF HOC SCORERS

Respondent	Average Rating[a]	Range of Ratings[a]	Number of Respondents
S-3	3.5	2-4	23
Co Cdr	3.2	2-4	65

[a] Rating Scale
4 = Excellent
3 = Good
2 = Fair
1 = Poor

Table 14

AVERAGE PERCENT OF NCOs WHO NEEDED ADDITIONAL TRAINING TO PREPARE FOR SQT TRAINING

Average Percent	Range of Percents	Number of Co Cdr Respondents
49.9	0-100	62

SQT Program Benefits

Several possible benefits to units from the SQT training/testing program were investigated. These were SQT's effect on combat readiness, on measuring individual skills, on planning individual skill training, on percent of individual training accomplished, and on future FTX and ARTEP exercises.

Average S-3, company commander, and squad leader ratings indicated that SQT training/testing "improved unit readiness moderately." The ratings of squad leaders ranged from "caused a great deterioration" to "improved unit readiness greatly" while the range of ratings of company commanders and S-3s was much smaller, ranging from "no effect" to "improved unit readiness greatly" (Table 15). Average ratings of squad leaders and company commanders of SQT training/testing for measuring the level of individual skills were between "moderately useful" and "extremely useful." Again squad leader ratings had the greater range, from "of no use" to "extremely useful" (Table 16).

Usefulness of SQT training/testing for planning for future individual skill training was between "moderately useful" and "very useful" as measured by average ratings of S-3s, company commanders, and squad leaders. Individual ratings had a lower range of "not at all useful" for squad leaders and company commander (Table 17). A large percent of respondents (82.6% S-3s, 75% Co Cdrs, 76.4% sqd ldrs) indicated that the SQT program caused individual training to be accomplished that was not previously accomplished and/or made some forms of individual training unnecessary (Table 18).

Table 15

EFFECT OF SQT TRAINING/TESTING ON COMBAT READINESS

Respondent	Average Rating[a]	Range of Ratings[a]	Number of Respondents
S-3	6.2	4 - 7	23
Co Cdr	6.2	4 - 7	65
Sqd Ldr	6.0	1 - 7	152

[a]Rating Scale

7 = Improved unit readiness greatly
6 = Improved unit readiness moderately
5 = Improved unit readiness a little
4 = No effect
3 = Caused a little deterioration in unit readiness
2 = Caused a moderate deterioration in unit readiness
1 = Cause a great deterioration in unit readiness

Table 16

USEFULNESS OF SQT TRAINING/TESTING FOR MEASURING LEVEL OF INDIVIDUAL SKILLS

Respondent	Average Rating[a]	Range of Ratings[a]	Number of Respondents
Co Cdr	4.6	3 - 5	65
Sqd Ldr	4.3	1 - 5	151

[a]Rating Scale

5 = Extremely useful
4 = Moderately useful
3 = Of little use
2 = Of very little use
1 = Of no use

Table 17

USEFULNESS OF SQT TRAINING/TESTING FOR PLANNING FOR FUTURE INDIVIDUAL SKILL TRAINING

Respondent	Average Rating[a]	Range of Ratings[a]	Number of Respondents
S-3	3.7	2 - 4	23
Co Cdr	3.8	1 - 4	64
Sqd Ldr	3.4	1 - 4	152

[a] Rating Scale
4 = Very useful
3 = Moderately useful
2 = Slightly useful
1 = Not at all useful

Table 18

PERCENT OF RESPONDENTS INDICATING INDIVIDUAL TRAINING ACCOMPLISHED BY SQT

	S-3	Co Cdr	Sqd Ldr
Caused individual training to be accomplished that was not previously accomplished.	73.9	67.7	58.4
Made some forms of individual training unnecessary	8.7	7.7	18.1
Neither	17.4	24.6	23.5
N =	23	65	149

Average ratings of S-3s, company commanders, and squad leaders indicated that they feel SQT training/testing will facilitate performance on future FTX (Table 19) and squad/platoon and company level ARTEP a "moderate amount." Facilitation of performance on future battalion level ARTEP had lower average ratings in the low "moderate amount" range (Table 20). The SQT information was rated as moderately useful for preparation for future ARTEP (S-3s and company commander average ratings, Table 21). Fifty-eight percent of the company commanders making these usefulness ratings had completed an ARTEP since completing the SQT for record. Significant differences were found between the

Table 19

USEFULNESS OF SQT TRAINING/TESTING FOR FACILITATION OF PERFORMANCE ON FUTURE FTX

Respondent	Average Rating[a]	Range of Ratings[a]	Number of Respondents
S-3	3.0	2-4	23
Co Cdr	3.2	1-4	64
Sqd Ldr	3.1	1-4	153

[a]Rating Scale
4 = A great deal
3 = A moderate amount
2 = A little
1 = Not at all

distributions of ratings, those company commanders whose unit had and those whose unit had not taken an ARTEP, on the three questions measuring usefulness of SQT training/testing for ARTEP and FTX performance and for ARTEP preparation (Table 21A). Ratings of those commanders who had completed either a squad/platoon ARTEP or a company level ARTEP were significantly higher than those who had taken no ARTEP for (1) usefulness of SQT information for facilitation of all levels or ARTEP performance, (2) ARTEP preparation, and (3) FTX performance. There were only three significant differences between the ratings of

Table 20

USEFULNESS OF SQT TRAINING/TESTING FOR FACILITATION OF PERFORMANCE ON FUTURE ARTEP EXERCISES

Respondent	Sqd/Plt Level		Co Level		Bn Level		Number of Respondents
	Average Rating[a]	Range of Ratings[a]	Average Rating[a]	Range of Ratings[a]	Average Rating[a]	Range of Ratings[a]	
S-3	3.5	2-4	2.9	1-4	2.6	1-4	22-24
Co Cdr	3.7	2-4	3.0	1-4	2.5	1-4	62-65
Sqd Ldr	3.3	1-4	3.0	1-4	2.8	1-4	140-151

[a] Rating Scale
4 = A great deal
3 = A moderate amount
2 = A little
1 = Not at all

Table 21A

RELATIONSHIP BETWEEN HAVING CONDUCTED AN ARTEP AND PERCEIVED USEFULNESS OF SQT FOR ARTEP AND FTX

Level of ARTEP Conducted Since SQT	Group Compared[a]	Means of Usefulness Ratings of SQT for Sqd/Plt ARTEP Perf	Co ARTEP Perf	Bn ARTEP Perf	FTX Perf	ARTEP Prep
Sqd/Plt	Yes	4.00	3.33	2.75	3.38	3.23
	No	3.63	2.85	2.26	3.08	3.15
		$\alpha < .001$	$\alpha = .001$	$\alpha = .006$	$\alpha = .002$	$\alpha = .019$
Company	Yes	3.83	3.18	2.45	3.58	3.75
	No	3.63	2.85	2.26	3.08	3.15
		$\alpha < .001$	$\alpha = .001$	$\alpha = .035$	$\alpha < .001$	$\alpha < .001$
Battalion	Yes	3.55	3.00	2.53	3.00	3.05
	No	3.63	2.85	2.26	3.08	3.15
		$\alpha = .003$	$\alpha = .006$	$\alpha = .004$	$\alpha = .084$	$\alpha = .080$

[a] "Yes" Company Commander groups had conducted the designated ARTEP since completing SQT. Distribution differences were considered significant for $\alpha \leq .05$. The Mann-Whitney U Test was used.

commanders who had taken a battalion level ARTEP performance, the group that had completed the ARTEP had higher SQT usefulness ratings than did the other group. The reverse was true for squad/platoon ARTEP performance. Evidently SQT information is much more useful for performance on and preparation for squad/platoon and company level ARTEP and FTX than for battalion level, and taking an ARTEP after SQT makes this usefulness more apparent.

SQT Program Costs

SQT program costs reported by this research are company and battalion man-days for administration, company duty time spent on SQT preparation, materials and equipment costs, and deterioration in other activities caused by SQT.

A total of 5239 man-days were devoted to SQT by battalion level staff of the 22 battalions reporting on this question, an average of 238.1 man-days per battalion. The responses for individual battalions ranged from 10 to 1125 man-days (Table 22). Total company man-days

Table 21

USEFULNESS OF SQT TRAINING/TESTING FOR
FACILITATION OF PREPARATION FOR FUTURE ARTEP

Respondent	Average Rating[a]	Range of Ratings[a]	Number of Respondents
S-3	3.3	1-4	23
Co Cdr	3.2	1-4	65

[a] Rating Scale
4 = Very useful
3 = Moderately useful
2 = Slightly useful
1 = Not at all useful

Table 22

BATTALION STAFF MAN-DAYS DEVOTED TO SQT

Average Man-Days Per Battalion	Total Number of Man-days for 22 Battalions Reporting	Range of Days Reported
238.1	5239	10 to 1125

devoted to SQT administration at battalion or higher level (62 companies) was 3198, and average of 51.6 per company. There was a large range of man-days, from 1 to 448, reported by the individual companies (Table 23).

Table 23

COMPANY MAN-DAYS DEVOTED TO SQT ADMINISTRATION AT BATTALION OR HIGHER LEVEL

Average Man-Days Per Co	Total Man-Days for 62 Companies	Range of Man-Days Reported
51.6	3198	1 - 448

The average number of company days spent in total preparation for the SQT was 51.8 days of duty time and 12.9 days of non-duty time (Table 24). Number of days spent by the individual units varied from zero to 120 for duty time and zero to 30 for non-duty time. There was some variation in average number of days for the SQT components. For duty time, average number of days was higher for HOC (20.0) than for WC (17.6) or PCC (14.2). For non-duty time more was devoted to the WC (5.3 days) than for HOC (4.8 days) or PCC (2.8 days).

Table 24

COMPANY TIME SPENT ON SQT PREPARATION

SQT Component	Number of Days of Duty Time		Number of Days of Non-Duty Time	
	Average	Range	Average	Range
HOC	20.0	1-120	4.8	0-30
WC	17.6	0-120	5.3	0-30
PCC	14.2	0-120	2.8	0-30
Total	51.8		12.9	

The total cost of equipment used in the SQT training/testing that was not included in the units' TO&E or for which the TO&E amount was not sufficient was $43,379.

Since 20 S-3s answered this question, the average cost per battalion for this equipment was $2169. Table C-1, Appendix C, lists the number used and the cost for each type of equipment. Another equipment cost is replacement cost for equipment that was destroyed, lost or damaged during SQT training/testing. The total cost for this equipment for the 17 battations reporting was $3450.06. Average cost per battalion was $202.94. Table C-2, Appendix C, lists the number and cost for each type of equipment.

The majority of S-3s (91.3%) and company commanders (84.2%) indicated that either SQT training/testing caused no deterioration in other unit activities or that it was too early to say (Table 25). Out of those respondents who indicated that SQT did cause a deterioration in other activities, 50% of S-3s and 37.5% of company commanders indicated that the SQT program will continue to cause this deterioration (Table 26). Some of the activities affected by the SQT program are listed in Table 27. One of the causes of the deleterious effect appears to be the absorption of senior NCO personnel by the SQT program.

Table 25

HAS SQT TRAINING/TESTING CAUSED DETERIORATION IN OTHER UNIT ACTIVITIES?

	S-3 Percent[a]	Co Cdr Percent[b]
Yes	8.7	15.9
No	78.3	55.6
Too Early to Say	13.0	28.6

[a] N = 23

[b] N = 63

Table 26

WILL SQT TRAINING/TESTING CONTINUE TO CAUSE DETERIORATION IN OTHER UNIT ACTIVITIES?

	S-3 Percent[a]	Co Cdr Percent[a]
Yes	50.0	37.5
No	50.0	25.0
Too Early to Say	0.0	37.5

[a]Respondents are those who answered "yes" in Table 25; S-3, N=2; Co Cdr, N=8.

Table 27

EFFECT OF SQT TRAINING/TESTING ON OTHER UNIT ACTIVITIES

Number of Respondents[a]		
S-3	Co Cdr	Activity
1		SQT testing took time and personnel away from other training
1		failure to meet some brigade support requirements
	6	loss of NCOs due to SQT support requirements
	1	Sqd and plt training wiped out for several weeks
	1	Maintenance
	1	SQTs for 63 and 76 MOS need much administration for few people. Takes personnel away from other responsibilities and causes hardship for the unit.

[a]Respondents were those who answered "yes" in Table 25; S-3, N=2; Co Cdr, N=8.

E1-E4 and NCO Attitudes Toward the SQT Program

These results include data on company commander perceptions of NCO attitudes toward the SQT and E1-E4 perceptions of SQT training quality and of the correctness and fairness of SQT scoring.

Average company commander ratings indicated that NCOs had "somewhat positive" attitudes toward SQT training/testing. They indicated a slightly higher attitude for the HOC (4.4) than for the PCC (3.9) or the WC (3.7). The individual commander ratings of NCO attitudes had a wide range, from "very negative" to "very positive" (Table 28).

Table 28

COMMANDER'S ESTIMATES OF NCO ATTITUDES TOWARD SQT TRAINING/TESTING

SQT Component	Average Rating[a]	Range of Rating[a]	Number of Co Cdr Respondents
HOC	4.4	1-5	64
WC	3.7	1-5	64
PCC	3.9	2-5	62

[a] Rating Scale

5 = Very Positive
4 = Somewhat Positive
3 = Neutral
2 = Somewhat Negative
1 = Very Negative

On the average, E1-E4 personnel perceived the quality of HOC training that they received to be "good." Their WC training was viewed as being of lower quality, an average rating of "borderline." Individual ratings for both components ranged from "very poor" to "very good" (Table 29). Large percentages of E1-E4, 80.4% for HOC and 75.4% for PCC perceived the SQT scoring to be correct for most or all of the HOC and PCC tasks. Eight and eight tenths percent for HOC and 9% for PCC stated the scoring was correct for only a few or none of the tasks (Table 30). A large majority (82.3%) indicated that SQT HOC scoring was fair (Table 31). Favoritism was the major reason for unfairness listed by the 17.7% of respondents who stated the HOC scoring was unfair (Table 32).

Table 29

E1-E4 PERCEPTIONS OF QUALITY OF SQT TRAINING THEY RECEIVED

SQT Component	Average Rating[a]	Range of Rating[a]	Number of E1-E4 Respondents
HOC	3.9	1-5	673
WC	3.3	1-5	674

[a] Rating Scale

5 = Very Good
4 = Good
3 = Borderline
2 = Poor
1 = Very Poor

Table 30

E1-E4 PERCEPTIONS OF CORRECTNESS OF SQT SCORING

Percent Respondents		Correctness of Scoring
HOC[a]	PCC[b]	
33.4	34.9	Correct for All Tasks
47.0	40.5	Correct for Most of Tasks
10.8	8.5	Correct for About Half of Tasks
6.7	6.9	Correct for a Few of the Tasks
2.1	2.1	None of the Tasks Were Scored Correctly
	7.2	I Was Not Rated on the PCC

[a] N = 673

[b] N = 671

Table 31

E1-E4 PERCEPTIONS OF "FAIRNESS" OF HOC SCORING

Scoring Fair?	E1-E4 Respondent Percent[a]
Yes	82.3
No	17.7

[a] N = 675

Table 32

REASONS SQT HOC SCORING UNFAIR

Reason	E1-E4 Respondent Percent[a]
Favoritism	11.7
Malfunction of Equipment	0.8
Unspecified	4.1

[a] Respondents were 116 E1-E4 who indicated that SQT testing was unfair.

SQT Training Methods

Included in this section is information on the total amount of squad training, the amount of on-duty, of concurrent*, and of non-concurrent training, the training methods, diagnostic tests, and types of monitoring used, and the providers of E1-E4 training.

The average number of weeks during which squads conducted some SQT training was 7.2 (Table 33). There was great variability in number of weeks of training reported by individual squad leaders with responses ranging from one to 52 weeks. A large percent of company training was accomplished during duty hours. Average percents were 90.8% for the PCC, 86.5% for the HOC and 70.0% for the WC (Table 34). Percents for individual companies ranged from 0% to 100%. The average percent of squad time spent in concurrent training was 57.7% (responses ranged from 1% to 99%, Table 35). Average number of days of squad time spent in non-concurrent training varied with the SQT component. Means were 15.9 for HOC, 10.3 for PCC and 8.6 for WC (Table 36).

Table 33

AVERAGE NUMBER OF WEEKS DURING WHICH SQUADS TRAINED FOR SQT

Average Number Of Weeks	Range of Weeks	Number of Sqd Ldr Respondents
7.2	1-52	145

Table 34

AVERAGE PERCENT OF SQT TRAINING ACCOMPLISHED ON DUTY

SQT Component	Average Percents	Range of Percents	Number of Co Cdr Respondents
HOC	87.5	50-100	63
WC	72.0	0-100	62
PCC	96.0	50-100	54

* Concurrent training occurs during the same time period that other training is occuring. The two types of training are integrated so that one fits into the dead time of the other.

Table 35

AVERAGE PERCENT OF SQT TRAINING TIME SPENT IN CONCURRENT TRAINING

Average Percent	Range of Percents	Number of Sqd Ldr Respondents
57.7	1-99	145

Table 36

AVERAGE NUMBER OF DAYS SPENT IN NON-CONCURRENT TRAINING

SQT Component	Average Number of Days	Range of Days	Number of Sqd Ldr Respondents
HOC	15.9	0-99	139
WC	8.6	0-99	136
PCC	10.3	0-99	133

Squad leaders were asked to indicate the percent of training time that their squads spent in practice testing, classes, squad or platoon level performance oriented instruction, TEC lessons - group mode, and TEC lessons - individual mode. They added an additional category for individual study, self study, etc. Responses were separate for HOC and WC. The largest average percent of time for HOC, 41.4%, was spent on practice testing. Classes, 25.8%, and squad or platoon level performance oriented instruction, 19.7%, were the next most frequently used methods. Group TEC lessons and individual TEC lessons were used for an average of 7.4% and 5.0%, respectively. Very little time, 0.6%, was devoted to other individual study (Table 37).

Table 37

METHODS USED IN SQT HOC TRAINING

Percent of Tng Time Sqd Ldr[a]	Range of Percents	Method
41.4	0-100	Practice Testing
25.8	0-90	Classes
19.7	0-85	Sqd or plt level performance oriented instruction
7.4	0-50	TEC lessons - group mode
5.0	0-30	TEC lessons - individual mode
0.6	0-25	Other (individual study, self study, etc.)

[a] N =116

For the WC the largest average percent was 35.1% for classes. Practice testing, 25.1%, and squad or platoon level performance oriented instruction, 19.8%, were next most frequently used, followed by group TEC lessons, 9.2%, individual TEC lessons, 4.9%, and other individual study, 3.1% (Table 38). Thus, classes and other individual study were more often used for WC than for HOC. There was a wide range of individual squad leader responses for both HOC and WC.

Table 38

METHODS USED IN SQT WC TRAINING

Percent of Training Time Sqd Ldr[a]	Range of Percents	Method
25.4	0-100	Practice Testing
35.4	0-100	Classes
20.0	0-85	Squad or platoon level performance oriented instruction
9.3	0-50	TEC lessons - group mode
4.9	0-25	TEC lessons - individual mode
3.2	0-100	Other (individual study, self study, etc.)

[a] N = 110

The most frequently used diagnostic test for HOC was the six HOC stations (84.7% of squad leaders). Used much less frequently were other performance oriented tests (26.7%) and written tests (30.0%). Two percent of squad leader respondents indicated that no diagnostic tests were used by their squads (Table 39).

Monitoring of training was done by squad leaders and other company and battalion personnel in some of the squads. In 65.1% of squads the squad leader kept a record of the squad's training progress. Company personnel monitored the squad leaders' progress in 40.9% of the squads. and battalion personnel monitored training progress in 20.8% of squads. Nine and four tenths percent of squad leaders indicated that no monitoring was done, that each soldier was responsible for his/her own progress (Table 40).

Table 39

DIAGNOSTIC TESTS USED FOR SQT HOC

Percent of Respondents[a] Sqd Ldr	Test
84.7	The six HOC stations
26.7	Performance oriented tests other than the HOC stations
30.0	Written tests
2.0	None

[a] Percents are based on total number of respondents to this item: 150 squad leaders.

Table 40

TYPES OF MONITORING USED WITH SQT TRAINING

Percent of Respondents[a] Sqd Ldr	Type of Monitoring
65.1	The squad leader kept a record of his/her squad members' progress
40.9	Company personnel monitored the squad leaders' progress
20.8	Battalion personnel monitored training progress
9.4	No monitoring was done. Each soldier was responsible for his/her own progress

[a] Percents are based on total number of respondents to this item: 149 squad leaders.

E1-E4 respondents indicated that 58.8% of HOC training and 50.3% of WC training was provided by some members of their company or another company. The remainder of their preparation was accomplished by their own effort and 14.3% of HOC and 20.3% of WC preparation was accomplished not only by their own effort but also during off-duty time (Table 41).

Table 41

PROVIDERS OF E1-E4 SQT TRAINING

Percent of Training HOC[a]	Percent of Training WC[b]	Trainers
51.6	45.1	Some member of your company (squad leader, platoon sergeant, etc.)
7.2	5.2	Some member of another company
27.3	29.2	Your own effort during duty time
14.3	20.3	Your own effort during off-duty time

[a] N = 561 E1-E4 respondents

[b] N = 554 E1-E4 respondents

Differences Between 11B and 11C SQT Experiences

Tests were made of the differences between mean scores of 11B and 11C personnel on the E1-E4 questionnaire items. Statistically significant differences ($\alpha \leq .05$) were found on seven of the items, and all of these differences favored the 11B group. The 11B troops had more preparation time for both the HOC and WC than did 11C troops. They received their Soldier's Manuals earlier, rated their HOC and WC preparation as better, and perceived the scoring of the PCC as more correct than did the 11C troops. Table 42 lists the means, a significance level, and a rating scale reference for each difference.

Differences Between Combat and Combat Support Squad Leader SQT Experiences

Seven combat support company squad leaders answered squad leader questionnaires, and their answers were compared with those of squad

Table 42

MEANS AND SIGNIFICANCE LEVELS FOR 11B-11C DIFFERENCES

Question	Table Showing Rating Scale[a]	E1-E4 Averages[b] 11B	E1-E4 Averages[b] 11C	Significance Level[c]
Prep Time for HOC	5	2.89	2.63	$\alpha = .001$
Prep Time for WC	5	2.57	2.26	$\alpha < .001$
Receipt of Soldier Manuals	2	3.64	3.30	$\alpha < .001$
Rating of HOC Training	29	3.98	3.74	$\alpha = .009$
Rating of WC Training	29	3.40	3.12	$\alpha = .008$
Correct Scoring of PCC	30	4.84	4.52	$\alpha = .016$

[a] Average should be related to the designated rating scale.

[b] $134 \leq N \leq 136$ for 11C; $535 \leq N \leq 537$ for 11B.

[c] Student's t test was used.

leaders from combat companies. While the number of combat support squad leaders is too small to provide reliable results, some interesting differences were found which might be researched further, with a larger number of subjects, to determine if the differences are stable, and if so if they produce differences in SQT results. The comparisons indicated that the combat support troops had less time to train for both the HOC and WC SQTs and that less monitoring of training was done. They also had more trouble getting their troops together for training with the primary reason for this difficulty being work details (Tables 43 - 45).

Respondent Free Response Comments on SQT Problems

Free response items were provided on the questionnaires for S-3s, company commanders, and squad leaders in order to obtain their comments on two topics. All three groups were asked about their problems, if any, in preparing for their own SQT test. Respondents are presented in Appendix D.

Table 43

ADEQUACY OF TRAINING TIME - COMPARISON OF COMBAT AND COMBAT SUPPORT COMPANIES

Type of Company	Percent of Squad Leader Respondents: I had more than enough time	I had enough time	I needed a little more time	I needed much more time	Total Number of Respondents
		HOC			
Combat	14.8%	15.5%	42.3%	27.5%	142
Combat Support	0.0%	28.6%	14.3%	57.1%	7
		WC			
Combat	5.7%	30.5%	32.6%	31.2%	141
Combat Support	0.0%	14.3%	14.3%	71.4%	7

Table 44

TYPE OF MONITORING REPORTED BY SQUAD LEADERS - COMPARISON OF COMBAT AND COMBAT SUPPORT COMPANIES

Type of Company	Percent of Respondents[a]: No Monitoring	Sqd Ldr Monitored	Co Personnel Monitored	Bn Personnel Monitored	Total Number of Respondents
Combat	9.4	65.1	40.9	20.8	149
Combat Support	28.6	42.9	28.6	14.3	7

[a]Some respondents reported more than one type of monitoring

Table 45

WAS GETTING MEN TOGETHER FOR TRAINING A PROBLEM?
COMPARISON OF COMBAT AND COMBAT SUPPORT UNITS

Type of Company	Percent of Squad Leader Respondents		Total Number of Respondents
	Yes	No	
Combat	67.1%	32.9%	152
Combat Support	85.7%	14.3%	7

DISCUSSION OF RESULTS

This research of the impact of the initial SQT training/testing on USAREUR infantry unit indicated that respondents reported receiving moderate benefits and relatively high costs from SQT. Moderate benefits were reported in improvement of combat readiness and in facilitation of preparation for and performance on various types of training. Program costs were relatively high for man-days and equipment costs. An average of 392.9 man-days per battalion were devoted to SQT by staff from the three combat companies and from battalion level personnel. Cost for materials and equipment was $2372 per battalion.

In addition to reporting on SQT impact the research pinpointed areas where administrative and training methods can be improved for some units. Improvement is possible in certain areas of SQT administration. A large percent of eligible personnel can be tested. Greater effort can be made to get Soldier's Manuals to recipients six months before testing and to assure that all other materials and equipment are available. Additional training can be given to NCOs to better prepare them for SQT training.

Other areas of administration that need improvement but that may be more difficult to change are assuring that squad leaders can get their men together for SQT training and that other activities do not interfere with the training.

An analysis of SQT training methods indicated the following areas where improvement can be made. Some units devoted little time to SQT training (number of weeks varied from one to fifty-two), and E1-E4 SM reported that WC training was of "borderline" quality. Although most of the training was on-duty, E1-E4 SM reported that almost half of their training was accomplished by their own effort. Thus, the amount of time devoted to and quality of SQT training can be increased.

An increase can be made in the amount of hands-on type of training and in TEC usage, and in the amount of training monitoring done. Classes were frequently utilized as a training method (25.8% HOC; 35.1% WC), although practice testing was more frequently used in HOC training (41.4%). TEC lessons were utilized for an average of 12.4% of HOC and 14.1% of WC training time. Training records were kept by only 65% of squad leaders, and squad leader progress was monitored by company personnel in only 41% of the squads.

The above areas of improvement will be investigated in future ARI research to determine their effects on SQT results.

Differences between the training experiences reported by 11B and 11C personnel may have accounted for the SQT result differences for these two groups, and preliminary data indicated poorer training conditions for SM from combat support units than for those from combat units.

APPENDIX A

NUMBER OF SUBJECTS

Table A-1

NUMBER OF SUBJECTS

	V Corps												VII Corps								USAREUR			
	8ID						1AD				6ID		1AD					1ID						
Brigade	1st		2nd			3rd	1st		2nd		3rd	76	1st		2nd	3rd		3rd			Berlin			56th Arty
Battalion	2/28[1]	2/87[1]	1/13	1/39	1/87	2/13	2/36	1/36	1/68[1]	2/68[1]	1/36	2/28	2/22	1/51	1/6	1/66	1/52[1]	1/54[1]	1/16	1/26[1]	4/6	3/6	2/6	2/4
S-1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Co Cdr	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3	3	3	1	3	1	3	3	3	2
Sqt Ldr	8	8	6	6	4	6	6	6	8	8	6	6	6	6	6	6	7	7	6	11	6	6	6	6
E1-E4 11B	24	25	23	24	15	24	24	25	21	25	23	29	12	25	26	24	25	24	13	25	23	24	24	19
11C	7	6	6	6	5	6	6	5	5	6	6	11	4	5	6	4	6	6	4	6	6	6	6	0

[1] AAI collected data from these battalions.

APPENDIX B

SURVEY QUESTIONNAIRES

PT 5186

SQT IMPACT QUESTIONNAIRE

FOR S-3

DATA REQUIRED BY THE PRIVACY ACT OF 1974
(5 U.S.C. 552a)

TITLE OF FORM	PRESCRIBING DIRECTIVE
	AR 70-1

1 AUTHORITY

10 USC Sec 4503

2 PRINCIPAL PURPOSE(S)

The data collected with the attached form are to be used for research purposes only.

3 ROUTINE USES

This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.

4 MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION

Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.

FORM Privacy Act Statement - 28 Sep 75

DA Form 4368-R, 1 May 76

_____BATTALION

SQT IMPACT QUESTIONNAIRE - S-3

This questionnaire is part of a project being conducted by the US Army Research Institute for the Behavioral and Social Sciences (ARI) and the 7th Army Training Command at Grafenwoehr. The purpose of the project is to study the impact of the SQT on USAREUR units and personnel; the benefits, costs, and problems involved in the training/testing program.

Most of the questions require you to check one of the answers provided. However, you are encouraged to comment on any questions on which you wish to give additional information. Write in the space below the question or on an inserted page.

Please give all answers careful thought, and be totally honest in your replies. All individual replies will be held in strictest confidence and will be released only to ARI research personnel for analysis and computation of group averages.

Thank you for your help.

SQT TESTS

HOC = Hands on test component
WC = Written test component
PCC = Performance certification component (rating of on-the-job activities)

1. How were the 11B and 11C SQT tests for record administered for your unit?
Please check one.

_____11B and 11C were administered during the same time period

_____11B and 11C were administered in separate time periods

2. How many eligible personnel were not able to complete SQT testing due to absence, conflicts, etc.?

_____11B

_____11C

3. How many make-up testing sessions were conducted?

_____11B

_____11C

4. How would you rate the performance of the 11B/11C SQT HOC scorers?

_____Excellent

_____Good

_____Fair

_____Poor

5. Do you feel that sufficient time was available for your unit to prepare for the 11B/11C SQT?
Check one in each column.

	11B	11C
NO	_____	_____
YES	_____	_____

6. Did other less important but higher priority activities interfere with your units SQT preparation?

NO _____

YES _____Please explain _____

_____

_____

_____

7. Has the administration of SQT:

_____caused individual training to be accomplished that was not previously accomplished?

_____made some other forms of individual training unnecessary?

_____neither

8. Has your unit conducted an ARTEP exercise since completing 11B/11C SQT testing for record?
Please check one.

NO _____

YES _____ What level(s)?_____

_____

9. What is your estimate of how much the 11B/11C SQT training/testing will facilitate your unit's performance on future ARTEP exercises?
Please check one in each column.

	Sq/Plt Level	Co Level	Bn Level
A great deal	_____	_____	_____
A moderate amount	_____	_____	_____
A little	_____	_____	_____
Not at all	_____	_____	_____

10. What is your estimate of how much the 11B/11C SQT training/testing will facilitate your unit's performance on future FTX exercises? Please check one.

_____ A great deal

_____ A moderate amount

_____ A little

_____ Not at all

11. What is your estimate of the usefulness of the information on status of individual skills obtained from 11B/11C SQT training/testing in preparing for ARTEP exercises? Please check one.

_____ Very useful

_____ Moderately useful

_____ Slightly useful

_____ Not at all useful

12. How useful will the information on status of individual skills obtained from 11B/11C SQT training/testing be in planning for future individual skill training for your unit? Please check one.

_____ Very useful

_____ Moderately useful

_____ Slightly useful

_____ Not at all useful

13. What do you think the effect of 11B/11C SQT training/testing will be on your unit's combat readiness? Please check one.

_____ Improved unit readiness greatly

_____ Improved unit readiness moderately

_____ Improved unit readiness a little

_____ No effect

_____ Caused a little deterioration in unit readiness

_____ Caused a moderate deterioration in unit readiness

_____ Caused a great deterioration in unit readiness

14. Approximately how much of the battalion staff's time (to include scorer personnel and administrative augmentees) was required for 11B/11C SQT preparation and administration?

_____ Man days

15 a. Have the time, facilities, and support devoted to SQT training/testing in your unit caused a deterioration in other important unit activities? *Please check one of the following.*

_____ Too early to say

_____ No

_____ Yes Please specify the activities affected and the nature and extent of the effect.

ACTIVITY EFFECT

_____

_____

_____

_____

_____

_____

_____

15 b. If you answered yes to part A above please indicate if you think the effect of SQT on other activities will be a continuing problem or will be eliminated with more experience with the SQT system. Check one of the following.

_____ SQT training/testing will continue to cause a deterioration in other important unit activities

_____ The negative effect of SQT training/testing on other unit activities will be eliminated as experience with the system is gained.

_____ Too early to say

16. For each of the following items of equipment list the number used in your SQT training/testing that were not included in your TO&E or for which your TO&E amount was not sufficient.

NUMBER	EQUIPMENT
_____	GP medium tent
_____	Field table
_____	Folding chair
_____	Clip board
_____	Stop watch
_____	Tape measure
_____	Engineer tape
_____	PRC-77 battery
_____	PRC-77 radio
_____	M-16 plotting board
_____	Hand grenade fuse
_____	Hand grenade (practice)
_____	Ammunition (M-60)
_____	Claymore mine
_____	M-72 LAW
_____	Poncho
_____	First aid dressing
_____	Antidote (ATROPHINE) injector
_____	Ground flare
_____	Parachute flare
_____	BA-30 battery
_____	Protractor
_____	Chalkboard
	Other. Please list
_____	_____
_____	_____

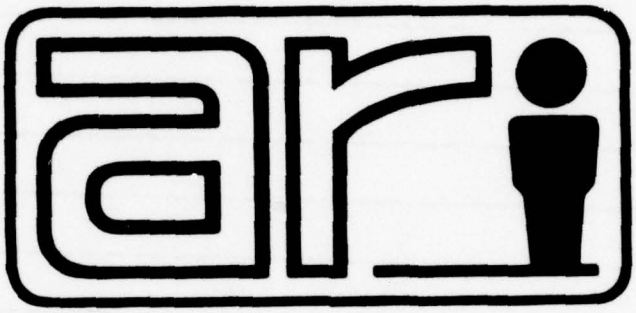
17. List below the number and type of equipment that were destroyed or damaged or lost during the SQT training/testing.

NUMBER	TYPE OF EQUIPMENT

18. Please describe your unit's approach to SQT training and testing. Include Bde, Bn, and Co and below responsibilities.

19. What should be done differently for your next SQT?

PT 5187



SQT IMPACT QUESTIONNAIRE

FOR COMPANY COMMANDERS

DATA REQUIRED BY THE PRIVACY ACT OF 1974

(5 U.S.C. 552a)

TITLE OF FORM	PRESCRIBING DIRECTIVE
	AR 70-1

1 AUTHORITY

10 USC Sec 4503

2 PRINCIPAL PURPOSE(S)

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3 ROUTINE USES

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4 MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION

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FORM Privacy Act Statement - 28 Sep 76

DA Form 4368-R, 1 May 78

Battalion

Company

SQT IMPACT QUESTIONNAIRE - COMPANY COMMANDERS

This questionnaire is part of a project being conducted by the US Army Research Institute for the Behavioral and Social Sciences (ARI) and the 7th Army Training Command at Grafenwoehr. The purpose of the project is to study the impact of the SQT on USAREUR units and personnel; the benefits, costs, and problems involved in the training/testing program.

Most of the questions require you to check one of the answers provided. However, you are encouraged to comment on any questions on which you wish to give additional information. Write in the space below the question or on an inserted page.

Please give all answers careful thought, and be totally honest in your replies. All individual replies will be held in strictest confidence and will be released only to ARI research personnel for analysis and computation of group averages.

Thank you for your help.

SQT TESTS

HOC = Hands on test component
WC = Written test component
PPC = Performance certification component (rating of on-the-job activities)

1. Has your unit conducted an ARTEP exercise since completing 11B/11C SQT testing for record? Please check one.

_____ No

_____ Yes.....What level(s)? _____

2. What is your estimate of how much the 11B/11C SQT training/testing will facilitate your unit's performance on future ARTEP exercises? Please check one in each column.

	Sq/Plt Level	Co Level	Bn Level
A great deal	_____	_____	_____
A moderate amount	_____	_____	_____
A little	_____	_____	_____
Not at all	_____	_____	_____

3. What is your estimate of how much the 11B/11C SQT training/testing will facilitate your unit's performance on future FTX exercises? Please check one.

_____ A great deal

_____ A moderate amount

_____ A little

_____ Not at all

4. What is your estimate of the usefulness of the information on status of individual skills obtained from 11B/11C SQT training/testing in <u>preparing</u> for ARTEP exercises? Please check one.

_____ Very useful

_____ Moderately useful

_____ Slightly useful

_____ Not at all useful

5. How useful will the information on status of individual skills obtained from 11B/11C SQT training/testing be in preparing for future individual skill training for your unit? Please check one.

_____ Very useful

_____ Moderately useful

_____ Slightly useful

_____ Not at all useful

6. What do you think the effect of 11B/11C SQT training/testing will be on your unit's combat readiness? Please check one.

_____ Improved unit readiness greatly

_____ Improved unit readiness moderately

_____ Improved unit readiness a little

_____ No effect

_____ Caused a little deterioration in unit readiness

_____ Caused a moderate deterioration in unit readiness

_____ Caused a great deterioration in unit readiness

7. How useful is 11B/11C SQT training/testing in measuring the level of individual skills? Please check one.

_____ Extremely useful

_____ Moderately useful

_____ Of little use

_____ Of very little use

_____ Of no use

8. Has the administration of SQT:

_____ caused individual training to be accomplished that was not previously accomplished?

_____ made some other forms of individual training unnecessary?

_____ neither

9. Do you expect to apply the performance testing approach of SQT to periodically evaluate other soldier manual skills?

_____ No..... Why? _____

_____

_____

_____ Yes.... How often? _____

_____

_____

10. What is the attitude of the NCOs in your unit toward SQT training/testing? Please check one in each column.

	HOC	WC	PCC
Very positive	_____	_____	_____
Somewhat positive	_____	_____	_____
Neutral	_____	_____	_____
Somewhat negative	_____	_____	_____
Very negative	_____	_____	_____

Comments: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

11 a. Have the time, facilities, and support devoted to SQT training/ testing caused a deteroriation in other important unit activities? Please check one of the following.

_____ Too early to say

_____ No

_____ Yes....Please specify the activities affected and the nature and extent of the effect.

Activity	Effect

11 b. If you answered yes to 11a above please indicate if you think the effect of SQT on other activities will be a continuing problem or will be eliminated with more experience with the SQT system. Check one of the following.

_____ SQT training/testing will continue to cause a deterioration in other important unit activities

_____ The negative effect of SQT training/testing on other unit activities will be eliminated as experience with the system is gained.

_____ Too early to say

12. Approximately how much time did your unit spend on SQT preparation?

	Duty Time		Non-duty Time	
HOC	_____	days	_____	days
WC	_____	days	_____	days
PCC	_____	days	_____	days

13. How many personnel man days were levied from your unit to assist Bn or higher in SQT administration?

_____ Man days

14. How would you rate the performance of the 11B/11C SQT HOC scorers? Please check one.

_____ Excellent

_____ Good

_____ Fair

_____ Poor

15. What percent of your NCOs responsible for the <u>training</u> for the 11B/11C needed additional training before they could properly conduct the training?

_____ %

16. Do you feel that sufficient time was available for your unit to prepare for the 11B/C SQT?

_____ Yes

_____ No

17. Did other less important but higher priority activities interfere with your units SQT preparation?

_____ No

_____ Yes.... Please explain. _____

_____

_____

_____

18. How adequate were the materials/equipment available to your soldiers for preparation/study for the 11B/C SQT? Please check one in each column.

	HOC	WC	PCC
Completely adequate	_____	_____	_____
Somewhat adequate	_____	_____	_____
Borderline	_____	_____	_____
Somewhat inadequate	_____	_____	_____
Completely inadequate	_____	_____	_____

19. Please list below the equipment/materials, if any, that were not available in sufficient quantity for your units 11B/11C SQTs.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

20. Please estimate the percent of SQT training that was accomplished on- and off-duty.

	HOC	WC	PCC
Percent on-duty	_____	_____	_____
Percent off-duty	_____	_____	_____
	100%	100%	100%

21. Please list the percent of SQT training time in which each of the following methods were used. List HOC and WC separately.

WC	HOC	
_____	_____	Practice testing
_____	_____	Classes
_____	_____	Squad level performance oriented instruction
_____	_____	TEC lessons - group made
_____	_____	Tec lessons - individual mode
		Other. Please list.
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
100%	100%	TOTAL

22. What diagnostic tests were used for the 11B/11C SQT HOC? Check one or more.

_____ None

_____ The six HOC stations

_____ Performance oriented tests other than the HOC stations

_____ Written tests

_____ Other. Please specify

_____

_____

_____

_____

23. How was progress in SQT training monitored? Check one or more, and fill in blanks, if required, for the answers you check.

_____ No monitoring was done. Each soldier was responsible for his/her own progress.

_____ Each squad leader kept a record of his/her squad members progress.

_____ Company personnel monitored the squad leaders' progress every _____ day/week during the training period.

_____ Battalion personnel monitored training progress every _____ day/week during the training period.

_____ Other. Please specify.

_____

_____

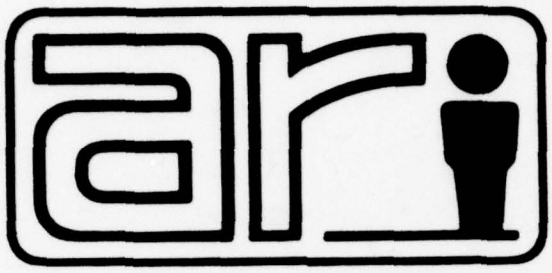
_____

_____

_____

24. Please describe your unit's approach to training for SQT. Discuss HOC and WC separately and include level at which training was organized (i.e. bn, co, platoon, squad or ind.).

25. What should be done differently for next SQT?



SQT IMPACT QUESTIONNAIRE

FOR SQUAD LEADER

DATA REQUIRED BY THE PRIVACY ACT OF 1974
(5 U.S.C. 552a)

TITLE OF FORM

PRESCRIBING DIRECTIVE
AR 70-1

1 AUTHORITY

10 USC Sec 4503

2 PRINCIPAL PURPOSE(S)

The data collected with the attached form are to be used for research purposes only.

3 ROUTINE USES

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FORM Privacy Act Statement - 28 Sep 76

DA Form 4368-R, 1 May 76

Battalion

Company

SQT IMPACT QUESTIONNAIRE - SQUAD LEADER

This questionnaire is part of a project being conducted by the US Army Research Institute for the Behavioral and Social Sciences (ARI) and the 7th Army Training Command at Grafenwoehr. The purpose of this part of the project is to find out about the problems which you had with the training of your men for the 11B/11C SQT and the possible benefits which you think you or your unit will get from the SQT training.

Most of the questions ask you to check one of the answers given. If you wish to give more information on any question, write in the space below or at the side of the question.

Please give all answers careful thought, and be honest in your replies. All answers will be held in strictest confidence and will be given only to ARI personnel for finding group averages.

Thank you for your help.

HOC=Hands-on test
WC =Written test
PCC=Rating of physical fitness
and M16A1 rifle tasks

1. Did you have enough time to train your squad for the SQT? Please check one in each column.

HOC	WC	PCC	
___	___	___	I had more than enough time.
___	___	___	I had enough time.
___	___	___	I needed a little more time.
___	___	___	I needed much more time.

2. Over what period of time did your squad train for SQT?

_____ Weeks.

3. What percent of your squad's SQT training time was spent in each of the following?

_____ Concurrent training.

_____ Non-concurrent training.

100% Total

4. What is the total amount of time that your squad spent in non-concurrent training? Consider 8 to 10 hours duty time as one day.

_____ Days for HOC training.

_____ Days for WC training.

_____ Days for PCC training.

5. Was getting all of your men together at one time for SQT training a major problem?

_____ No.

_____ Yes. -- Why? _____

_____

6. Did other less important but higher priority activities interfere with your squad's SQT preparation?

_____ No.

_____ Yes. -- Please explain _____

_____

_____

_____

_____

_____

7. Were enough materials/equipment available to your squad for preparation preparation for the SQT? Please check one in each column.

HOC	WC	PCC	
___	___	___	There were more than enough materials/ equipment.
___	___	___	There were enough materials/equipment.
___	___	___	We needed a little more materials/equipment.
___	___	___	We needed much more materials/equipment.

8. Please list below the equipment/materials, if any, that were not available in sufficient quantity for your squad's preparation for the SQT.

_____

_____

_____

_____

_____

_____

9. Has the administration of SQT:

_____ caused individual training to be accomplished that was not previously accomplished?

_____ made some other forms of individual training unnecessary?

_____ neither.

10. How useful is SQT training/testing in measuring the level of your squad members' individual skills? Please check one.

_____ Extremely useful.

_____ Moderately useful.

_____ Of little use.

_____ Of very little use.

_____ Of no use.

11. How useful will the information on status of individual skills obtained from SQT training/testing be in preparing for future individual skill training for your squad? Please check one.

_____ Very useful.

_____ Moderately useful.

_____ Slightly useful.

_____ Not at all useful.

12. Do you expect to apply the performance testing approach of SQT to periodically evaluate other soldier manual skills?

_____ No. -- Why? _____

_____

_____

_____ Yes. -- How often? _____

_____

_____

13. What do you think the effect of SQT training/testing will be on your squad's combat readiness? Please check one.

_____ Improved unit readiness greatly.

_____ Improved unit readiness moderately.

_____ Improved unit readiness a little.

_____ No effect.

_____ Caused a little deterioration in unit readiness.

_____ Caused a moderate deterioration in unit readiness.

_____ Caused a great deterioration in unit readiness.

14. What is your estimate of how much the SQT training/testing will help your squad's performance on future ARTEP exercises? Please check one in each column.

	Sq/Plt Level	Co Level	Bn Level
A great deal.	_____	_____	_____
A moderate amount.	_____	_____	_____
A little.	_____	_____	_____
Not at all.	_____	_____	_____

15. What is your estimate of how much the SQT training/testing will help your squad's performance on future FTX exercises? Please check one.

_____ A great deal.

_____ A moderate amount.

_____ A little.

_____ Not at all.

16. Please list the percent of time you used each of the following methods in your squad's SQT training. List the percents for HOC and WC separately.

WC	HOC	
___	___	Practice testing.
___	___	Classes.
___	___	Squad or platoon level performance oriented instruction.
___	___	TEC lessons - group mode.
___	___	TEC lessons - individual mode.
		Other. Please list and give percent for each.
___	___	_____
___	___	_____
___	___	_____
___	___	_____
100%	100%	

17. What diagnostic tests were used for the SQT HOC? Check one or more.

_____ None.

_____ The six HOC stations.

_____ Performance oriented tests other than the HOC stations.

_____ Written tests.

_____ Other. Please specify.

_____

_____

18. How was progress in SQT training monitored? Check one or more, and fill in blanks, if required, for the answers you check.

_____ No monitoring was done. Each soldier was responsible for his/her own progress.

_____ The squad leader kept a record of his/her squad members' progress.

_____ Company personnel monitored the squad leaders' progress every ____ day/week during the training period.

_____ Battalion personnel monitored training progress every _____ day/week during the training period.

_____ Other. Please specify.

_____

_____

_____

_____

_____

19. Please describe how you trained your squad for the SQT. Discuss HOC and WC separately.

20. What should be done differently for the next SQT?

21. Did you have any problems in preparing for your own SQT test? If so, please list them below.

PT 5190

SQT IMPACT QUESTIONNAIRE

FOR E1-E4

DATA REQUIRED BY THE PRIVACY ACT OF 1974
(5 U.S.C. 552a)

TITLE OF FORM	PRESCRIBING DIRECTIVE
	AR 70-1

1 AUTHORITY

10 USC Sec 4503

2 PRINCIPAL PURPOSE(S)

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3 ROUTINE USES

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FORM Privacy Act Statement - 28 Sep 76

DA Form 4368-R, 1 May 76

_____Battalion

_____Company

_____MOS

SQT IMPACT QUESTIONNAIRE - E1-E4

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Most of the questions require you to check one of the answers provided. However, you are encouraged to comment on any questions on which you wish to give additional information. Write in the space below the question or on the back of the questionnaire.

Please give all answers careful thought, and be totally honest in your replies. All individual replies will be held in strictest confidence and will be released only to ARI research personnel for analysis and computation of group averages.

Thank you for your help.

1. Did you have as much time as you needed to prepare for the 11B/11C hands-on SQT? Please check one.

_____I had more time than I needed.

_____I had all of the time I needed.

_____I needed a little more time.

_____I needed a great deal more time.

2. Did you have as much time as you needed to prepare for the 11B/11C written SQT? Please check one.

_____I had more time than I needed.

_____I had all of the time I needed.

_____I needed a little more time.

_____I needed a great deal more time.

3. Were you able to get the materials/equipment that you needed to prepare for the hands-on SQT? Please check one.

_____I was able to get all of the materials/equipment that I needed.

_____I was able to get most of the materials/equipment that I needed.

_____I was able to get about half of the materials/equipment that I needed.

_____I was able to get few of the materials/equipment that I needed.

4. Were you able to get the materials/equipment that you needed to prepare for the written SQT? Please check one.

_____I was able to get all of the materials/equipment that I needed.

_____I was able to get most of the materials/equipment that I needed.

_____I was able to get about half of the materials/equipment that I needed.

_____I was able to get few of the materials/equipment that I needed.

5. Please estimate the percent of your preparation for the hands-on SQT that was provided by each of the following.

_____Some member of your company (squad leader, platoon sergeant, etc.)

_____Some member of another company

_____Your own effort during duty time

_____Your own effort during off-duty time

100% Total

6. Please estimate the percent of your preparation for the written SQT that was provided by each of the following.

_____Some member of your company (squad leader, platton sergeant, etc.)

_____Some member of another company

_____Your own effort during duty time

_____Your own effort during off-duty time

100% Total

7. Did you receive your Soldiers Manual at least six months before taking the SQT for record?

_____Yes

_____No. How long before taking the SQT for record did you receive it?_____

8. How good was the training/preparation you received from your unit for the hands-on SQT? Please check one.

_____Very good

_____Good

_____Borderline

_____Poor

_____Very poor

9. How good was the training/preparation you received from your unit for the written SQT? Please check one.

_____Very good

_____Good

_____Borderline

_____Poor

_____Very poor

10. Do you feel the hands-on SQT was scored correctly? Please check one.

_____Yes, for all tasks

_____Yes, for most of the tasks

_____Yes, for about half of the tasks

_____Yes, for a few of the tasks

_____No, none of the tasks were scored correctly

11. Do you feel the scoring was "fair", that is, was the scoring the same for all persons taking the hand-on SQT? Please check one.

_____Yes

_____No. Why not?_____

_____

12. Do you feel the performance certification SQT (physical fitness, M16A1 rifle) was scored correctly? Please check one.

_____Yes, for all tasks

_____Yes, for most of the tasks

_____Yes, for about half of the tasks

_____Yes, for a few of the tasks

_____No, none of the tasks were scored correctly

_____I was not rated on the performance certification SQT

Table C-1

NUMBER, TYPE, AND COST OF SQT EQUIPMENT USED IN SQT FOR WHICH COMPANY TO&E AMOUNT WAS NOT SUFFICIENT[a]

Type of Equipment	Additional Number Needed	Cost Per Unit	Total Cost
GP medium tent	20	$1164.00	$23,280.00
PRC-77 radio	8	943.80	7,550.40
Stop watch	70	35.20	2,464.00
Folding chair	54	37.50	2,025.00
Field table	64	31.20	1,996.80
Hand grenade fuse	3400	0.43	1,462.00
Claymore mine	65	20.10	1,306.50
PRC-77 battery	132	7.10	937.20
Tape recorder	8	99.00(avg)	792.00
M-16 plotting board	9	46.80	421.20
Ammunition (M-60)	1600 rounds	0.20	320.00
M-72 LAW	34	5.00	170.00
Hand grenade (practice)	140	1.10	154.00
Engineer tape	9	14.10	126.90
Antidote (ATROPHINE) injector	40	2.46	98.40
Chalk Board	1	88.00(avg)	88.00
Parachute flare	27	3.02	81.54
Poncho	8	5.92	47.36
First aid dressing	40	0.73	29.20
Clip board	49	0.41	20.09
BA-30 battery	30	0.13	3.90
Tape measure	5	0.69	3.45
Protractor	10	0.09	0.90

[a] 20 battalions reporting

Table C-2

NUMBER, TYPE AND COST OF EQUIPMENT DESTROYED, DAMAGED, OR LOST DURING SQT TRAINING/TESTING[a]

Type of Equipment	Number Destroyed, Etc.	Cost Per Unit	Total Cost
M-16 Plotting Board	32	46.80	$1497.60
PRC-77 Battery	193	7.10	1370.30
M-72 LAW	59	5.00	295.00
Claymore Mine	14	20.10	281.40
Hand Grenade (Practice)	3	1.10	3.30
Clip Board	6	0.41	2.46
Total Cost			$3450.06

[a] 17 battalions reporting

APPENDIX D

RESPONDENT FREE RESPONSE COMMENTS ON SQT PROBLEMS

Appendix D

Respondent Free Response Comments on SQT Problems

Free response items were provided on the questionnaires for S-3s, company commanders, and squad leaders in order to obtain their comments on two topics. All three groups were asked what should be done differently for the next SQT, and squad leaders were asked about their problems, if any, in preparing for their own SQT test. Responses, as presented here, are categorized by subject matter for question and respondent groups. The number of respondents for a response is indicated by the number in parenthesis preceeding the response unless there was only one respondent. In that case no number preceeds the response. In the group of S-3 and company commander responses, the responses of S-3s are followed by an S-3 notation.

WHAT SHOULD BE DONE DIFFERENTLY FOR THE NEXT SQT? - S-3 AND COMPANY COMMANDERS

ADMINISTRATION

Weighting of HOC, WC and PCC

Change weighting scale - 50% WC and 50% HOC.

Eliminate WC and made all HOC.

(6) More HOC with less weight on WC.

Increase HOC, decrease WC.

Expanding the HOC to 10 or 12 essential skills.

HOC needs to be more diversified and worth more in total score.

More emphasis on HOC. (S-3)

Soldiers need to show more of their HOC skills.

(2) More PCC.

Needed Revision of WC

WC SQT must be revised - in the form of the PS Maintenance Magazine. It would then be interesting, easily understood, and soldiers could better relate to the material.

WC should be written at elementary level.

Availability of Materials/Equipment

Make available the aids to train with.

More equipment made available.

Order needed equipment well in advance. (S-3)

Test material available for training.

All SQT materials should be in soliders' hands at least 90 days prior to test.

Procure ample S-Manuals. (S-3)

More classrooms.

Equip. for HOC site preparation will be tasked from company. Battalion S-4 will not consolidate. (S-3)

Scheduling of Manuals, Notices, Tests

Get SQT manuals and make soldiers aware of subject to be tested.

Date of testing selected and promulgated at least 1 month in advance. (S-3)

More advance notice on tasks to be tested.

Test all soldiers of all skill levels in one period. (S-3)

Have all SQT done at the same time.

Have one and only one make-up. (S-3)

If soldier fails SQT, he should be allowed to take a retest on his own and if he fails - too bad. SQT score should be unwaverable for promotion.

Brigade did not conduct a makeup - prevented many soldiers from obtaining scores. (S-3)

Standardized Training

Standardize training within battalion so troops would get equal instruction.

Organize an SQT Committee at division level (to increase standardization).

Record Keeping

Eligibility rosters should be produced and maintained locally. Computer printouts are not reliable or timely. (S-3)

Identify SQT scores for personnel who transfer to new units (at present it is word of mouth).

Have soldiers sign for their test notices (control). (S-3)

Timeliness of SQT Results

Results should be provided to units in a timely manner. (S-3)

Speed up test results.

SQT results should be recorded prior to distributing to company/ individual. (S-3)

Miscellaneous

Entry level for many students too high/exit level too low.

SQT progress should be sold as a part of a soldier's ability to fight and take care of his fellow soldiers - not as a career/ "lifer" test which turns off many 1st termers. (S-3)

Chain of command should give accurate information.

TRAINING

SQT Emphasis

Part of the Commander's evaluation should include the technical proficiency of his soldiers. Unless this is implemented the proper importance will never be given to the SQT. (S-3)

DA needs to "put some teeth" in the program if we are going to use it. (S-3)

Put some teeth behind it in so far as personnel management is concerned (rewards and punishments).

(3) More emphasis, time and resources.

Level Emphasis

More attention should be given to the E-5 level test. We only assumed they would do well since they trained their subordinates.

More emphasis on level II, III, IV.

WC Emphasis

(2) Concentrate most efforts on WC.

Additional emphasis must be placed on preparing for WC. (S-3)

More emphasis and specific information on exactly what WC consists of rather than over-emphasizing the importance of HOC.

More organized approach to WC. Practice test of WC.

Better WC outline and/or sample questions.

(4) Administer sample WC test. (S-3)

Initiative

Soldier must take initiative and leaders must train and coach when necessary.

Stress individual preparation and not company push.

Timing and Length of Training

SQT training should be accorded prime time training in 2-3 week increments specifically delineated for individual level training at quarterly intervals.

(4) Goal is to reduce peaking by year round integrated program. (S-3)

SQT type training should be integrated into every training program possible.

ARTEP & FTX can incorporate SQT.

Conduct SQT prior to EIB.

Constant emphasis during year with SQT training and TEC lessons should improve results.

Year round SQT training.

Preparation must be continuous with progress monitored continually.

Devote 100% time to SQT 3 months prior.

Four weeks preparation. (S-3)

Return to cyclic training and block out one quarter for individual training.

(3) More time to prepare and train.

Lengthen company training time.

Monitoring Training

More monitoring of individual progress.

Bn level test program to monitor company and individual progress conducted a minimum of 2 times prior to actual SQT. (S-3)

SQT should be given each quarter to monitor the state of preparation.

Early use of diagnostic testing to focus efforts on individual areas where proficiency can be demonstrated.

Instructor Training

Train the trainers. (S-3)

Assist Commanders to "train the trainers."

More guidance in how to conduct instruction.

Offer squad leader more assistance in instruction and evaluation.

Better preparation of squad leaders prior to their being released to teach squad. Unfortunately it was often a case of the blind teaching the blind.

Squad and fire team leaders must have better understanding of what is available to them and how to use if for WC preparation. (S-3)

Decentralized Training

Decentralize to squad level. (S-3)

More individual training by squad leaders of service member.

Availability of NCOs for Training

NCO's must train their men. They should not be stripped from company level units to run the test.

E-7's pulled from company is a problem. (S-3)

Diversions

Non-related diversions eliminated.

No AGI's or CPX's.

WHAT SHOULD BE DONE DIFFERENTLY FOR NEST SQT? SQUAD LEADERS

SQT Administration

(7) Better equipment or training aids.

(2) More effort put in by company level and battalion level in attaining better training aids and time allotted before the preparation for classes to be given at all levels.

Troops should have more manuals about their MOS to study from.

(2) Let people know when they are going to take the test in advance.

SQT test books should be combined with just one for each MOS level. An E-1 should have his and a E-6 should just have one. Taking 3 manuals to the field can be a hassle but one would be different.

Speed the process of returning the scores.

Training Distractors

Allow everyone to train at the same time, not pulling men for other assignments.

All efforts should be made that no interference occurs for soldier taking part in SQT training. If possible all school should be around SQT.

Decentralized Training

The training should be left to the needs of the company commander/ platoon leader who knows what his needs, weak points, strong points are. Not dictated down from an unorganized S-3 shop.

(2) The squad leader should be given a greater voice on the preparation of SQT training.

More individual squad training should be allowed so the squad leader can train his men himself.

(2) Study more as a squad and more time to prepare class material.

Diagnostic Testing/Monitoring

Practice tests sent out to units for study and to find which individuals need more training.

Should not have to practice on areas that you know, only the weak areas.

Teach what has to be learned, not things that are no use to the person.

I feel if the soldier can accomplish the mission or task his way, then let him do it that way, not by what somebody else feels is the easy way.

More pride could be instilled in the squad leader and his people, knowing what weakness are and being able to address them properly before continuing. More work to insure the entire squad trains together.

Under present system it was somewhat difficult to monitor just what areas the squad had difficulty in. It was not very feasible to train on off-duty time because the men were already getting fed up with all the on-duty training they were receiving. So, more squad training would be necessary.

Scoring

(2) More people used for controls or graders who are capable of testing soldiers.

Should have DA level or at least USAREUR level test committee. Too many personality differences and lack of training of testers resulted in conflicts with testees in HOC.

(2) Need better trained instructors.

Testers were reading into the grading. Testers should be qualified one skill level above the one he is testing. Try wording the test sheet so the testers cannot bend the meaning. (When we fired the M-72 some testers wanted you to sound off back blast area clear or not clear, others said if you looked behind while you were preparing the M-72 they considered the task done.)

Hands-on testing should be watched more carefully.

Better instructors because many squad leaders don't even know the subject or specialize on one subject and ignore the rest.

SQT should be scored by the number of questions you get correct, not by the task. Should be graded like the old MOS test.

Eliminate HOC of hand grenades or set better standards. Standards were unclear.

Include EER into the scoring of SQT.

Instead of failing a man for not following sequence, test the man realistically to see if he can perform the task given.

The hand grenade station was off. The area was not right to give a valid test with hills and valleys. It should be changed.

Guidelines set down for SQT should be followed not changed. If you practice one thing and test on another it will get confusing. Also if sequence is wanted in HOC than it should be stated and practiced.

The 11C & 20 should state more clearly if they are asking 4.2 or 81mm questions.

PT Tests

Less points should be given for PT tests score, more given for weapons qualification and HOC and WC. As soon as a commander sees points for PT that is all he wants you to pass.

Possibly stress more PT (possibly of a different style) that will be more beneficial to the PT needs in regards to the conditioning drills and runs.

HOC

(19) More HOC.

(11) More HOC, less WC.

Change each task or add more rather than just 6 tasks of the HOC.

SQT should cover more HOC in specific areas (hand grenades, Claymores). Live grenades and mines should be used.

Should train as if every part of the SQT will be the HOC.

The grenade throw could be dropped and something more useful be implemented, i.e. 50 cal CBR.

Personnel in higher skill levels should be given different HOC tasks.

More hand and arm signals.

HOC should be conducted as a live battle. Should make a service member ready for battle.

Less HOC and also the SQT books should be easier to understand.

WC

Too much WC.

Have the test written so some individuals have better understanding of such big words.

The WC should be modified and more real or practical work done. We should get the troops out of the classroom and into the woods, teach as you do the task and made corrections. Evaluate the man in an infantry environment. Should practice as many tasks as possible rather than reading about them.

They should not have WC SQT because it has a way of pulling the HOC down.

Do away with the WC and go to strict PCC.

The WC in my opinion doesn't show what the actual knowledge of the soldier is; in WC the soldier has the answers and can take an educated guess.

Need more information as far as study guides concerning the WC.

(4) Much more training for WC portion.

(4) More time at squad level should be spent on WC since that seems to be our weak area.

WC should be revised. On the 11C WC there were questions I had never seen before.

Areas that are no longer used (90mm rifle) should be taken off the WC.

(5) WC was too long. Many had the ability to score high but gave up because they were bored, just wanted to get it done.

Give the WC in 2 phases to reduce the "hurry up and finish attitude."

Drop the WC and run a squad SQT with missions like an FTX only grading the squad leader and fireteam leaders at work. I'll bet a squad leader will see his squad is trained if his SQT score depends on them. This could cut the Skill Level I test in half because NOC's will take more interest in training and a WC is not necessary for E-4 and below - only HOC and more than 6 stations.

Use live ammunition on the M-60 machine gun; blank adapters do not always work. Have a centralized testing site with permanent facilities which units can go to. Also, radio batteries break after 100 people use them; let's replace the bad ones.

Training/Testing Time

(2) More time and emphasis should be placed on SQT.

Don't spend too much time on any given subject.

Space the training out and not forcing it down the people's throats for the last 3 months - continually vary training.

(3) Time should be given all year round to study from SQT booklets.

Time should be more scheduled instead of waiting so long then having to have SQT all at once.

Devote more time on training schedules for SQT training, omitting some of the "more important" activities and details.

(7) Should have more time in preparing our squads.

(2) More time to prepare a few more HOC.

Should have been given more time to practice for the Gunners Test (11C).

(3) Need more practice and training.

(2) More classroom time.

Give enough time for all squad leaders to study for their own test.

It was kind of hairy knowing that you've only got a few hours to take a test that could determine your career. Time limit could possibly be lengthened.

More time on some the HOC (M-60 machine gun). Most of my men and myself were too worried about the time and not the proper way to do it.

General Comments

The SQT subject should be covered in company in form of classes if possible. The training out in the field should coincide with the training in company. This should be done on a quarterly basis.

The TEC lessons seem to be made for 5th grade level. They may be good for basic trainees, but for troops who are today more intelligent they are practically useless.

Not so much pressure from it. How can you grade a man on his job when it changes all the time?

Try to get it in the warmer weather.

DID YOU HAVE ANY PROBLEMS IN PREPARING FOR YOUR OWN SQT? SQUAD LEADERS

Training Time / Training Distractors

(8) I was training the soldiers more than preparing myself.

I was so busy working with my squad that my own study time suffered. I spent so much time in the field that I did not have sufficient time to study for the WC.

Due to other priority commitments coming from battalion level and higher.

The requirement placed on me as an NCO and being a family man made it mentally exhausting.

Concentrating too much on one area and letting something else get lax. It was getting a little hard to concentrate on all of my subjects, due to helping individuals in their weak areas.

Lack of flexibility in working on the problems at hand, continuous work to instruct EM in squad and prepare classes for the round robin.

(2) Too much company interference.

Too busy trying to meet stupid requirements from battalion and brigade level S-3.

Too many different tasks going at the same time with too little effort in our training. There should be time for nothing else at least one month prior to the SQT test.

(3) Finding the time to study.

Think all units should have a two-hour per-day study hall for everyone to study for the WC because the HOC was not hard at all.

90% of my preparation was done in my spare time.

Equipment/Materials/Practice

The only opportunity afforded to us to fire our weapons is upon qualification on familiarization. There is no practice time. There should be more LAW sub-caliber training.

No training aids for some of the tasks covered in SQT.

MOS library not large enough to accomodate every individual.

Some of the questions on the WC for my next higher level - I was not ready. Need more study references.

Equipment such as Claymore, hand grenades should be more accessible to squad leaders.

I was tested on equipment I had never seen before and to my knowledge not available for my use in training.

Some things that were on the SQT were not in Europe nor the SQT book. You shouldn't have to take the next higher skill level. You cannot expect an E-2 to know an E-5 skill level.

The Soldier's Manual doesn't go into as many NBC tasks as we were tested on (11B30).

Communication

Lack of communication with leader.

If more weight is given to HOC and it has been changed then we should know about it now.

Not knowing what test I was to take as an E-5 squad leader and not having an SQT 3 manual for myself. Having to borrow for study just in case.

Just had to play it by ear and hope someone told you what the changes were before you took the test.

SQT Problem Areas

Map reading.

Preparing for the WC - not enough time.

Some of the WC which I hardly had a chance to study on my own.

I had no idea what was covered on the WC.

I had trouble with all of the WC.

Practice for the Gunners Test.

I had not worked in my MOS in 4 years until this year.

APPENDIX E

RATING SCALE DATA DISTRIBUTIONS

Tables in this appendix carry the same number and title as in the text of the report with the exception of the addition of the letter E to the number.

Table 4E

ADEQUACY OF PREPARATION TIME FOR SQT TESTS--SQD LDRS

Rating Scale	Percent of Respondents		
	HOC	WC	PCC
I had more than enough time.	27.5	5.7	12.1
I had enough time.	42.3	30.5	49.2
I needed a little more time.	15.5	32.6	21.2
I needed much more time.	14.8	31.2	17.4

Table 5E

ADEQUACY OF PREPARATION TIME FOR SQT TESTS--E1-E4

Rating Scale	Percent of Respondents	
	HOC	WC
I had more time than I needed.	18.7	10.9
I had all the time I needed.	52.5	42.1
I needed a little more time.	22.6	34.4
I needed a great deal more time.	6.2	12.6

Table 6 E

ADEQUACY OF MATERIALS/EQUIPMENT
AVAILABLE FOR SQT TRAINING--CP CDRS

Rating Scale	Percent of Respondent		
	HOC	WC	PCC
Completely Adequate	29.0	35.5	31.4
Somewhat Adequate	32.3	41.9	39.2
Borderline	19.4	11.3	21.6
Somewhat Inadequate	11.3	4.8	5.9
Completely Inadequate	8.1	6.5	2.0

Table 13 E

AVERAGE QUALITY OF PERFORMANCE OF HOC SCORERS

Rating Scale	Percent of Respondent	
	S-3	Co Cdr
Excellent	65.2	44.6
Good	21.7	35.4
Fair	13.0	20.0
Poor	0.0	0.0

Table 15 E

EFFECT OF SQT TRAINING/TESTING ON COMBAT READINESS

Rating Scale	Percent of Respondents		
	S-3	Co Cdr	Sqd Ldr
Improved unit readiness greatly	39.1	38.5	39.5
Improved unit readiness moderately	47.8	49.2	60.5
Improved unit readiness a little	8.7	9.2	21.1
No effect	4.3	3.1	8.6
Caused a little deterioration in unit readiness	0.0	0.0	0.0
Caused a moderate deterioration in unit readiness	0.0	0.0	2.0
Cause a great deterioration in unit readiness	0.0	0.0	1.3

Table 16 E

USEFULNESS OF SQT TRAINING/TESTING FOR MEASURING LEVEL OF INDIVIDUAL SKILLS

Rating Scale	Percent of Respondents	
	Co Cdr	Sqd Ldr
Extremely useful	64.6	46.4
Moderately useful	33.8	43.0
Of little use	1.5	8.6
Of very little use	0.0	1.3
Of no use	0.0	0.7

Table 17 E

USEFULNESS OF SQT TRAINING/TESTING FOR PLANNING FOR FUTURE INDIVIDUAL SKILL TRAINING

Rating Scale	Percent of Respondents		
	S-3	Co Cdr	Sqd Ldr
Very Useful	78.3	79.7	56.6
Moderately useful	17.4	17.2	29.6
Slightly useful	4.3	1.6	13.2
Not at all useful	0.0	1.6	0.7

Table 19 E

USEFULNESS OF SQT TRAINING/TESTING FOR FACILITATION OF PERFORMANCE ON FUTURE FTX

Rating Scale	Percent of Respondents		
	S-3	Co Cdr	Sqd Ldr
A great deal	21.7	39.1	37.3
A moderate amount	60.9	43.8	41.8
A little	13.0	15.6	16.3
Not at all	4.3	1.6	4.6

Table 21 E

USEFULNESS OF SQT TRAINING/TESTING FOR FACILITY OF PREPARATION FOR FUTURE ARTEP

Rating Scale	Percent of Respondents	
	S-3	Co Cdr
Very useful	52.2	41.5
Moderately useful	26.1	41.5
Slightly useful	17.4	13.8
Not at all useful	4.3	3.1

Table 28 E

COMMANDER'S ESTIMATES OF NCO ATTITUDES TOWARD SQT TRAINING/TESTING

Rating Scale	Percent of Respondents		
	HOC	WC	PCC
Very Positive	60.9	23.4	24.2
Somewhat Positive	29.7	43.8	38.7
Neutral	3.1	17.2	35.5
Somewhat Negative	4.7	10.9	1.6
Very Negative	1.6	4.7	0.0

Table 29 E

E1-E4 PERCEPTIONS OF QUALITY OF SQT TRAINING THEY RECEIVED

Rating Scales	Percent of Respondents	
	HOC	WC
Very Good	29.0	14.1
Good	45.5	35.0
Borderline	17.7	29.2
Poor	5.3	14.2
Very Poor	2.5	7.4

Table 20 E

USEFULNESS OF SQT TRAINING/TESTING FOR FACILITATION OF PERFORMANCE ON FUTURE ARTEP EXERCISES

	Sqd/Plt Level	Co Level	Bn Level	Rating Scale
S-3	59.1	25.0	18.2	A great deal
	36.4	50.0	36.4	A moderate amount
	4.5	12.5	36.4	A little
	0.0	12.5	9.1	Not at all
Co Cdr	75.4	25.4	12.9	A great deal
	16.9	57.1	38.7	A moderate amount
	7.7	11.1	33.9	A little
	0.0	6.3	14.5	Not at all
Sqd Ldr	51.0	30.5	29.3	A great deal
	35.1	46.8	34.3	A moderate amount
	9.9	17.7	24.3	a little
	4.0	5.0	12.1	Not at all